

WOMEN'S TASK FORCE

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WOMEN'S TASK FORCE

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S-E-C-R-E-T

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25X1A9A

MEMBER

DATED

✓ 1. Mr.  Personnel

21 December 1953

✓ 2. COL. WHITE, DD/A

28 DEC 1953

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23 DEC 1953 (Recd 30 Dec 53)

✓ 4. ROBERT AMORY

5 JAN 54 (Recd 5 Jan 54)

5. ~~COL. BAIRD~~ *not*

19 DEC,

6. HZLMS — NO COMMENT

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22 December 1953

MEMORANDUM FOR: Executive Secretary  
CIA Career Service Board

SUBJECT: 1) Junior Officers' Committee Report on  
"Reasons for Low Morale Among Junior Officers"  
2) Report of the Panel on Career Service for  
Women

1. It has been requested that my comments on the two above-listed reports be made to you for incorporation into a CIA Career Service Board statement on these subjects.

2. It is my opinion that both panels should be commended for their work not only as to thoroughness but as to findings. They should be assured that appropriate action is being taken in various parts of the Agency to correct the evils which have been set forth in both reports. I am not in favor of officially informing the panels of precise steps being taken in this regard, because I am convinced that we do not want to give the impression that any rump group can be set up in judgment on the manner in which the Agency conducts its internal affairs.

3. I am not commenting in detail on the recommendations in either report, because I do not feel that such remarks would be useful to you in drafting the CIA Career Service Board statement. I have, however, attached hereto certain comments which have been received from some of the elements of DD/P. These memoranda are given to you for background and for whatever informal use they may have to you in your capacity as Executive Secretary. They are being used in DD/P along with other material in our attempt to improve certain of the weaknesses which have been pointed out in the subject reports.

(Signed) Richard Helms

Richard Helms  
Chief of Operations, DD/P

Attachments: 5

Comments by: C/ADMIN  
C/I & R  
C/EE  
C/NEA  
C/FE

**CONFIDENTIAL**

5 January 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board  
 Attention: Executive Secretary

SUBJECT: Report of the Panel on Career Service for Women  
 Report of the Junior Office Committee

1. I have reviewed with interest the two subject Reports and wish to make the following general comments in line with your request of 9 December 1953.

2. The Report of the Panel on Career Service for Women appears to me to be very objective and constructive and should prove very helpful to the Agency in its efforts to increase career opportunities for women. I was pleased to note the present favorable record of the Agency, both with respect to the percentage of women employed and the average salary paid to women.

3. I was especially gratified with the excellent record of the DD/I Offices in the employment of women in professional positions. The DD/I area will continue to make every effort to increase the career opportunities for women. In furtherance of such a policy, however, appropriate consideration must necessarily be given to the factor of higher turnover experienced among women. To achieve too high a proportion of women in professional positions, with the possibility that many will terminate their employment for marriage or family reasons, could seriously deter the essential development and maintenance of an experienced, stable intelligence staff.

4. With reference to the recommendations made by the Panel on Career Service for Women, I wish to make the following comments:

- a. It does not appear necessary, or appropriate, that the DCI issue a policy statement to encourage maximum utilization of women in the Agency.
- b. It is believed that, at least within the DD/I Offices, there is, at present, a qualified person who is available to give special attention to the problems of clerical personnel.

5. I believe that the Report by the Junior Officers' Committee will be of limited value to the Agency because of the methodology employed to assess the opinions of the junior officer group. Although the Report does not claim that its sampling of 115 people is representative of Agency-wide opinion and admits that emphasis in selection of the group was placed on "those elements suffering real complaints", nevertheless there is the danger that the Report will be misleading as to the seriousness of the morale situation prevailing among junior officers.

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6. In general, the problems discussed in the report, many of which are common to management everywhere, have long been recognized by the Agency and it's unfortunate that the study does not reflect the many steps which have been taken and are currently underway, to improve employee conditions.

7. In reference to the "Career Service Machinery" recommended by the Committee, I believe it would be a serious mistake to have the career service boards engage, to the extent proposed, in the line administration of the personnel function. While every effort should be made to improve the effectiveness of the boards in carrying out their advisory role in the development of the career service program, it is only sound administration to make the line supervisor, with the assistance of the Personnel Office, responsible for the day-to-day conduct of personnel management.



Robert Amery, Jr.  
Deputy Director (Intelligence)

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~~EYES ONLY~~

23 DEC 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

ATTN: Executive Secretary

SUBJECT: Report of the Junior Officers' Committee and  
Report of the Panel on Career Service for Women ✓

REFERENCE: Memorandum from Chairman, CIA Career Service  
Board to Members, CIA Career Service Board,  
same subject, dated 9 December 1953

1. In compliance with para. 2 of reference, I have given consideration to both reports and have discussed them with C/PP and other individuals within the PP complex who are concerned directly with Career Service. The comments below reflect PP opinion.

a. Report of the Junior Officers' Committee:

(1) We believe that many of the difficulties which are stressed in this report stem from past inequities which have been largely eliminated today. The recruitment procedures of two years ago were rapid and largely without coordination. At that time false impressions might have been created in the applicant's mind, and when he was eventually hired, his particular qualifications might not have been used effectively. Today, however, recruitment, when effected, is more carefully done. We try to make sure that no individual is brought into the Agency unless it is determined that no available on-board employee exists who possesses similar or equal qualification to the individual proposed. All requests for appointments are discussed and reviewed by each Career Service Board within the DD/P complex.

(2) With the publication on 9 October 1953 [redacted] and with the intensive effort that the Career Service Boards within DD/P are making to achieve an effective implementation of its principles and mechanisms, it is believed that the majority of the difficulties outlined by the Junior Officers' Committee will disappear. Rotation and reassignment problems, under [redacted] will be ironed out, and officers and employees

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within DD/P can look to a long-range development and planning of their individual careers. Once Area Division and Senior Staff proposed T/O's are approved, it should be possible for Career Service Boards within DD/P to achieve the goals set forth by the Junior Officers' Committee.

(3) The PP Career Service Board favors one Career Service Board within DD/P. On 21 April 1953 such a recommendation was made to the Clandestine Services Career Service Board. Centralization of this function at the DD/P level would result in greater uniformity and fairness in processing actions of all kinds; in action being taken on the basis of broader considerations; in decisions being authoritative and final; in more effective utilization of the aggregate T/O for the entire DD/P complex; in more effective selection of individuals to fill vacancies; in more effective and coherent promulgation and execution of career management policy. This recommendation, concurred in by all Area Division Chiefs and members of the PP Career Service Board, was tabled by the Clandestine Services Career Service Board. It is urged that this matter now be re-examined in light of the recommendations of the Junior Officers' Committee.

(4) The need for a consistent promotion policy is well recognized and, as you know, is now being considered by the CIA Career Service Board.

(5) Members of the PP Career Service Board believe there is need for a more effective supervisory program within the Agency. The PP Career Service Board is stressing the need for fair and just personnel evaluations and does not consider personnel action requests unless these are appropriately documented with evaluative materials.

b. Report of the Panel on Career Service for Women:

(1) While we recognize the value of this report, we do not have any significant comments. The report has important statistical information; it highlights potential injustices; and has value in alerting the Agency to potential injustices.

(2) ~~Concur in the notations~~ contained in para. 2 of the Minutes of the CIA Career Service Board for 23 November 1953.

30 DEC 1953

PERSONNEL OFFICE  
BRANCH & DEPARTMENTAL STAFF

Acting Member  
CIA Career Service Board

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MEMORANDUM FOR: Chairman, CIA Career Service Board

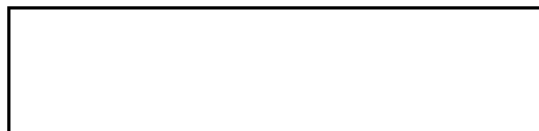
SUBJECT : Report of the Panel on Career Service for Women

1. The Report of the Panel on Career Service for Women reflects careful, methodical and objective study. It was gratifying to note that the Panel passed up the opportunity to take what would have been the easier course of starting its job with the assumption that women were the victims of an Agency pattern of discrimination. On the contrary, the Report points out that both with respect to percentage of women employed and the average salary paid to women, the Central Intelligence Agency ranks far above the general Federal figures.

2. This Office subscribes entirely to the idea that wherever women can meet qualification requirements for positions, and there are no substantial technical or physical specifications to the contrary, selection should be based solely on superiority of qualifications, regardless of whether persons considered are female or male. This policy will be emphasized to the components of the DD/A organization.

3. The most objective application of a policy such as that mentioned in the foregoing paragraph cannot operate oblivious to the general patterns which are implicit in our social environment. Most women, except those who remain unmarried, find it necessary to adjust, or to be ready to adjust, their employment plans to circumstances confronting the family unit, such as the need to move to other areas because of the husband's own employment situation.

4. It is recommended that the Chairman, CIA Career Service Board commend the Panel for what appears to be an eminently fair presentation of the problem, and that he inform the Panel that its recommendations merit and will receive careful study.



L. K. WHITE  
Acting Deputy Director  
(Administration)

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21 DEC 1953

**MEMORANDUM FOR:** Executive Secretary, CIA Career Service Board

**SUBJECT** : Comments on Junior Officer & Women's Panel Reports

In accordance with memorandum dated 9 December 1953 from the Chairman of the CIA Career Service Board, there are attached hereto Personnel Office comments on the two reports mentioned above.



**Deputy Personnel Director**

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**Attachments**

PERSONNEL OFFICE COMMENTS ON THE REPORT  
OF THE PANEL ON CAREER SERVICE FOR WOMEN



1. It is noted that the Preface to the Report includes the following statement:

"As compared with other employers, this Agency has offered at least equivalent opportunities to career women. It has not, in common with other employers, taken full advantage of the womenpower resources available to it."

In other words, the Agency does at least as well as other organizations in this regard, but in the opinion of the members of the Panel could do better. It is the view of the Personnel Office that the situation is not one that requires urgent corrective action, but rather, one which calls for slow, deliberate improvement, primarily through the education of supervisors.

2. The remaining comments are based primarily on Section III, Recommendations, of subject Report. With reference to the recommendation that the DCI issue a policy statement, Agency regulations currently provide that, "The most competent persons shall be recruited, selected, and promoted on the basis of merit for positions at all levels. There shall be no discrimination regarding personnel because of favoritism, marital status, sex, race, color, religion or external pressure." (CIA Regulation ) Consequently, a new policy statement would not be necessary. While an Agency notice signed by the DCI would serve to emphasize the importance of this policy, it is believed that a better approach to the question of emphasis might be to have the DCI mention this point at one of his staff meetings. We must not place too much value on

written notices and directives, for they have a way of becoming filed and forgotten.

3. The recommendation that there be a procedure for reviewing recruitment requests which indicate a preference for male applicants seems to have merit, in that it would serve as a continuing reminder to supervisory personnel of the Agency's policy. The procedure should require supervisors who initiate recruitment requests stating preferences for either sex to include with their requests justification for the preference indicated. This procedure would not be for the purpose of discouraging supervisors from indicating specific preferences or requirements where such are warranted, but rather to remind them of the policy, and to require them to think through the reasons for their requirements.
4. In regard to recommendations 3 and 4, it is believed that more might be lost than gained in specifying the job categories for which Agency officials should be encouraged to consider women employees. Individuals should be selected for positions on the basis of merit, ordinarily without regard to sex, but at the same time it should be recognized that sex may at times be a legitimate and necessary consideration. In line with this concept women should be considered on the same basis as men for any and all vacancies, provided the particular situation does not require one sex or the other.
5. In regard to recommendation 5, the Personnel Office does not agree that a full-time counselor should be assigned to the Interim Assignment Branch. In addition to the regularly assigned personnel who have

continuing responsibility for the IAB, there are in the Personnel Office placement officers and personnel relations officers who are available to consult with personnel assigned to the IAB as required. These individuals are full-time specialists and are fully qualified to deal with any utilization or personnel relations problem that may arise in the IAB. Further, these individuals are located in the same building as the IAB and are, therefore, readily available.

6. Recommendations 6 and 7 imply that clerical personnel require special attention within their office of assignment. It is the opinion of the Personnel Office that this may best be accomplished through day-to-day supervision, and that the appointment of a specialist in each major component who would deal with problems of clerical personnel, would tend to interfere with regular supervision. If a supervisor encounters special problems among his clerical personnel, which he is unable to deal with himself, he has direct access to specialists in the Personnel Office who will assist him with the solution of these problems.
7. Recommendation 8 - The Agency's career service policies and procedures apply to all categories of Agency personnel, including clerical personnel. Nothing should be said or written which would suggest otherwise. Office Career Service Boards should devote attention to career planning for their clerical personnel, the same as they would for professional personnel. Although designating a particular Board member to give special attention to career planning for clerical personnel might be a good approach to this problem, it is believed that this is a matter

for the office concerned and that the Agency should not establish a uniform rule.

8. Recommendation 9 - This Office agrees with the need for supervisory training in CIA, but is of the opinion that this matter is no more related to the subject of this report than it is to many other problems in the field of personnel management.
9. The remaining recommendations, as the Report recognizes, apply equally to men and women. Accordingly, no comments will be submitted on these recommendations at this time.

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SECURITY INFORMATION

7 October 1953

MEMORANDUM FOR: The Inspector General

FROM: Chairman, Women's Panel

SUBJECT: Alleged Discrimination Against Women

1. At the time the Women's Panel was organized, you requested that if possible we locate and tabulate cases of alleged discrimination against women in the Agency.

2. As the members of the Panel have suggested to you since, we realize we were not set up either with the staff or with the authority to do the type of inspectorial job required to locate, describe, and document cases of alleged discrimination. You indicated, however, that you would like to have whatever material we might be able to assemble that would be pertinent to the problem of discrimination.

3. The Panel has fluctuated in size between ten and fifteen members. Of these, six have provided materials that appear to be relevant to the problem of discrimination.

4. Though this material, collected essentially on an amateur basis, is extremely tenuous and insufficiently substantiated for definitive use, it does seem to point up instances where some sort of clarification is needed. I am forwarding these individual reports to you at this time and will not include them in the final report of the Panel to the Chairman of the Career Service Board.

5. If you would like to discuss any of these reports with the authors, I shall be happy to give you their names.



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DWK/mvj (7 October 1953)

Distribution:  
To all Panel members

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A woman who had had five years of professional level responsibility in a specialized field outside the Agency, and two years in related work in the Agency, applied for a transfer to an existing vacancy in her original area of interest. She applied through channels and was told by the responsible official that her application could not be considered since the head of the office, Mr.-----, did not approve of women in his organization.

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Group 1 Excluded from automatic downgrading and declassification



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Security Information

**Specific Cases of Alleged Discrimination.**

Two individuals in positions involving office promotional policy on separate occasions publicly stated that they would never countenance a woman in a supervisory position under them. The statements were widely quoted and the damage to the morale of the women working under them was obvious.

**SECRET**  
Security Information

The allegation of a woman, GS-9 that her supervisor, in discussing her opportunities for advancement, told her that she had one strike against her to start with - that she was a woman -

She countered with the observation that it is possible to have fewer opportunities due to a lack of proper qualifications but that it was all wrong to say that it is because she is a woman.

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Security Information

A woman - now a GS-11 - who has been with the Agency six years was assigned the duties of Deputy Chief (without the title) to the Chief of Personnel in one of the Area Divisions.

Recently a man was brought in from another government agency and assigned as Deputy Chief to the Chief of Personnel Branch in a GS-12 slot.

Her feeling is that as a woman she was excluded from the position.

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The allegation has been made by a GS-11 woman that her supervisor said to her, "I am not considering you for promotion at this time because as a GS-11, you are already in a high enough grade for a woman."

The seeming discriminations of which I am aware are within one Office. My estimate of the fact that there may be a feeling against women's advancement in this Office stems from three facts: (1) the number of women who have left the Office and are still bitter about their experience there; (2) the figures of the on-board strength of women here as compared with figures of women in the same field in other Government agencies and in industry; and (3) my knowledge of four or five specific cases within the last two years.

The first point I will not elaborate upon. In regard to the second point, the figures and charts in this report will speak for themselves. This Office is one of the two areas generally conceded to represent a field where qualified women may do better than men and where women often exceed men in numbers. Yet in one area of this Office where there seems no obvious reason for women's being less able than men to perform the job, there are 60 men as opposed to 4 women. And though there is one woman who has been designated as a branch chief in a recent reorganization, the branch consists of 5 people, and there is no other woman in an administrative job higher than section chief in the entire Office.

The cases of which I know specifically have to do with:

a. A young woman hired in June 1951 as a GS-5 clerk, responsible for handling large groups of new people each week, assigning them, keeping track of them, counseling them. In April 1952 she was made Administrative Assistant at a GS-7, but by this time the Chief had left and the Assistant Chief was acting in his place. From the viewpoint of many offices, the Administrative Assistant was running the operation. In August 1953 the Assistant Chief was made Chief (GS-12 slot) and the woman is still a GS-7.

b. A woman, college graduate, with G-2 experience and overseas experience was brought in at a GS-7 level. After over two years' experience in the agency she was sent to another "side" of the Office in a reorganization to set up the office. She did so with a good deal of extra work and time involved, and  $2\frac{1}{2}$  months later a man was brought in as her Chief. After several months of working together he was to have an assistant at a GS-12, and he called in the woman to indicate that they were going to look elsewhere for a candidate. The woman was now occupying a GS-11 slot.

c. A woman presently in a GS-12 came into the Agency in 1946 without a college degree but with G-2 experience, and after working for nearly three years in one office, transferred to the Office in question in 1949. Though she sometimes carried a greater load than any of the men in her area, though particularly "touchy cases" were often given her to handle, and though she sometimes acted for the Chief in his absence, she has been bypassed for positions of more responsibility with no comment from supervisors or others in the Office as to reasons, recommendations, suggestions for the future, etc. Her reaction to this is evidently less one of emphasis on grade than on responsibility or prestige. A man brought into the same area in 1952 at a GS-9 is presently a GS-12.

d. The following kind of case has occurred in many Offices, and is not characteristic of this Office alone. A young woman aged 21 came in as a clerk at a GS-4. A year later after work in an office where she had a great deal of responsibility she was aware of other clerks, having been on the job fewer months than she, receiving their 5's. She asked for a promotion but was told that others in the Office had been there longer than she and she would have to wait. She wrote a letter on behalf of all the girls of her grade who had not been promoted, but at the end of another 5 or 6 months when no action had been taken and little interest indicated to her she transferred to another office.

e. A woman with a college degree and a good deal of experience in this field came in at a GS-7 in 1951. She worked for 7 months before she was promoted to a GS-9, though her supervisor had recommended it much earlier in view of her background and proved ability. At the time she became a GS-9 she assumed the duties of the chief of her section who was an 11. Though she was put into the 11 slot some months later and hoped for the 11 grade at that time, she did not get it and so three months later transferred to another Office.

A WAC lieutenant colonel was hired by the Agency as a GS-9 when men of this rank were regularly hired as GS-11 or GS-12. She had some intelligence background and speaks two languages useful operationally. Her on-the-job performance is rated very highly, but after being employed for six years she has received no higher rating than GS-11. One superior who wished to promote her was prevented from doing so on the grounds that her husband was also employed with the Agency.

A WAVE lieutenant with over three years intelligence experience was hired as a GS-7, although men of this rank were taken on as GS-9 or GS-11. This woman handled very satisfactorily work which had previously been done by two GS-11s, but it was two years before she was promoted to GS-9.

An office chief whose staff includes personnel from all sections of the OD/P stated that he was unable to get for his work all the women he would like to have because their offices were unwilling to release them.

The following comments are not necessarily indicative of discrimination against women. Since they come from a group consisting mainly of women, and reflect problems existent there, I have included them for what they are worth. These comments have been made by clerks, typists, and stenographers to one Clerical Refresher instructor during the time they attended courses, and represent a large number of clerical personnel.

a. Many secretaries and stenographers are hired by the Agency, given the appropriate job title and grade, but never have an opportunity to use their secretarial skills. After approximately a year in the Agency, they feel that they are losing their skills and so resign to take other jobs where they will use them.

b. There are many cases of recent college graduates who come to the Agency with the promise of an interesting job, only to find that they must be trained to fill a typing job. They feel that they are over-qualified for this work, particularly when there is no evidence of a more challenging job for them to work into.

c. In many cases secretaries are sent to the refresher course to "brush up" with a vague promise that they will be placed in a job that will require their skills. This promise, somehow, never materializes.

d. Another complaint is that in spite of the promotion policy that exists in the Agency, secretaries are not permitted to attend training classes because there is no need for the particular skill in the job they are occupying. They feel "stuck" in one spot, with no chance to transfer to another job where they will be promoted. In one particular instance, a supervisor called me and said that a clerk was to discontinue shorthand training because she (the supervisor) was unwilling to have the clerk spend the supervisor's time to brush up on a skill that she would be using in another office. The girl, therefore, discontinued training.

e. Many secretaries, clerks, etc., who are handling a great deal of the responsibility in an office feel that there is discrimination among the professionals against them--simply because they are in the clerical field.

f. There was one specific case of injustice. A secretary who was permanently assigned to a job with which she was satisfied, and had every reason to believe her work was satisfactory, was replaced while she was on vacation. No explanation was given, but she was told by her former supervisor to report to the personnel office to determine whether she might be placed elsewhere in the Agency.



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"You're exactly what I had in mind, Miss Willoughby,  
but unfortunately you're not what we need."

THE SATURDAY EVENING POST

"You're exactly what I had in mind, Miss Willoughby, but unfortunately you're not what we need."

THE SATURDAY EVENING

16 November 1953

**MEMORANDUM FOR: Chairman, CIA Career Service Board**

**SUBJECT: Report of the Panel on Career Service for Women**

1. The findings, observations, and recommendations contained in the attached report represent the result of a study conducted by the Panel on Career Service for Women in an effort to answer the question: "What are the career opportunities for women in the Central Intelligence Agency?"

2. The Panel has conducted its study through three committees of members, and their reports plus two supplementary studies and a summary constitute the final report. These individual studies reflect the findings and conclusions of each committee and do not necessarily imply the unanimous agreement of the Panel members on all points.

3. In spite of the fact that one of the stimuli for the appointment of the Panel was an inquiry as to what the Director intended to do about discrimination against women in the Agency, the Panel has not placed its principal emphasis on discrimination. Women have been discriminated against in many fields of employment by many employers, including the Central Intelligence Agency. The Panel feels that opportunities for women are broadening generally and that an additional controversial document on the subject is not an appropriate vehicle for a constructive discussion as to the contributions which women may make to the mission of this Agency. Specific instances of apparent discrimination have been reported to you separately and the Panel agrees that continuing interest in identifying and correcting specific situations is a necessary ingredient of continued improvement.

4. The Panel is aware of instances of sincere interest on the part of Agency officials to consider women on an equal basis with men in terms of career possibilities. It further recognizes that the establishment of this Panel indicates an open-mindedness on the part of policy-making personnel toward the problem. However, there are areas where the Panel feels that utilization of available women has not been sufficiently exploited and where an educative job needs to

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SECURITY INFORMATION

be done. It is hoped that this report may help to increase the effectiveness of this Agency through location and use of well-qualified women for appropriate positions.

5. Attached also is a roster of names of those who contributed to this report.

  
Chairman, Panel on Career  
Service for Women

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2 Attachments  
Committee Roster (2)  
Final Report (1)

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Approved For Release 2003/01/27 : CIA-RDP80-01826R001000050001-9

Approved For Release 2003/01/27 : CIA-RDP80-01826R001000050001-9

MAR 1 1954

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MEMORANDUM FOR : 

SUBJECT : Letter of Commendation

1. As you know, the CIA Career Service Board reviewed the Final Report of the Panel on Career Service for Women at its meeting on 23 November 1953. The members of the Board were asked to study and comment on the Report, and as a result the Board has come to certain conclusions of which you have been advised.

2. Because of your fine accomplishment, the Board is happy to commend the Panel, both individually and as a group, for the quality of its work. The Report shows clearly that the Panel has produced a methodical and objective piece of research and has presented it in a manner worthy of its content. For these reasons, then, the Board desires to extend this commendation.

3. A copy of this memorandum will be placed in your official personnel folder.

/s/ Lyman Kirkpatrick

Lyman B. Kirkpatrick  
Chairman  
CIA Career Service Board

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 Rec'g Sec'y CSB

## Distribution

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MAR 1 1954

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/s/ Lyman Kirkpatrick

Lyman B. Kirkpatrick  
Chairman  
CIA Career Service Board

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/s/ Lyman Kirkpatrick

Lyman B. Kirkpatrick  
Chairman  
CIA Career Service Board

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MAR 1 1954

MEMORANDUM FOR : 

25X1A9A

SUBJECT : Letter of Commendation

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3. A copy of this memorandum will be placed in your official personnel folder.

/s/ Lyman Kirkpatrick

Lyman B. Kirkpatrick  
Chairman  
CIA Career Service Board

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L.S. / Lyman Kirkpatrick

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**S. Lyman Kirkpatrick**

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Chairman  
CIA Career Service Board

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/s/ Lyman Kirkpatrick

Lyman B. Kirkpatrick  
Chairman  
CIA Career Service Board

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MEMORANDUM FOR : 

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MAR 1 1954

MEMORANDUM FOR: Chairman, Panel on Career Service for Women

SUBJECT : Final Report of the Panel

1. The Panel's Report was reviewed by the CIA Career Service Board at its meeting on 23 November 1953. The Board decided to take no action on the Report until each member of the Board had reviewed it in detail and had had an opportunity to formulate his comments. At its meeting on 14 January the CIA Career Service Board again reviewed the Report giving consideration to the comments of the members. It is the desire of the CIA Career Service Board that your group be apprised of the Board's conclusions.

2. The Board commends the Panel for its careful, methodical and objective study. A Letter of Commendation is attached and a copy will be placed in the Official Personnel Folder of each member of the Panel.

3. The Board believes that the status of women in the Agency does not call for urgent corrective action, but rather for considered and deliberate improvement primarily through the education of supervisors. The following comments are directed to the specific recommendations contained in the Report.

a. The Agency regulations currently provide that, "The most competent persons shall be recruited, selected and promoted on the basis of merit for positions at all levels. There shall be no discrimination regarding personnel because of favoritism, marital status, sex, race, color, religion or external pressure." (See CIA [redacted]) Thus, a new policy statement is not necessary.

b. The Board is recommending that the Assistant Director for Personnel establish a procedure for reviewing recruitment requests which indicate a preference for male or for female personnel. The procedure will require supervisors who initiate recruitment requests that state preferences for either sex, to include with the request a justification for the preference indicated. The purpose is to remind supervisors of the Agency policy and to require them to analyze the reasons for the requirements rather than to discourage them from making indication of specific preferences or requirements where these are warranted.

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c. The Board believes that individuals should be selected for positions on the basis of merit, ordinarily without regard to sex, but it must be recognized that sex may be a legitimate and necessary consideration. Women should be considered on the same basis as men for any and all vacancies, provided the particular situation does not require one sex or the other.

d. A full-time counsellor for the Interim Assignment Branch is not believed necessary. There are, in the Personnel Office, Placement Officers and Personnel Relations Officers, some of whom are women, who are available in the same building to consult with personnel assigned to the Interim Assignment Branch. These individuals are full-time specialists and are fully qualified to deal with any personnel utilization or relations problem that may arise.

e. The appointment of a specialist in each major component to deal with problems of clerical personnel would tend to interfere with regular supervision. Any special attention needed by clerical personnel can best be provided in the process of day-by-day supervision. If the supervisor encounters special problems among his clerical personnel, which he is unable to handle, he has direct access to specialists in the Personnel Office who will assist him with the solution of these problems.

f. It is present Agency policy that each supervisor provide continuing orientation for all personnel under his supervision.

g. The Agency's career service policies and procedures apply to all staff employees, including clerical personnel. Nothing should be said or written which would suggest otherwise. Office Career Service Boards should devote attention to career planning for clerical personnel as they would for professional personnel. Designating a particular Board member to give special attention to career planning for clerical personnel might be helpful, but it is believed that this is a matter for the Office concerned and not a subject for uniform Agency procedure.

h. The Board agrees that a serious need for supervisory training exists within the Agency. To this end, increasing emphasis is being placed upon training for supervisors at all levels in the organization. The policy statement of the Deputy Director on this subject, dated 4 January 1954, is attached for your information.

4. The Board recognizes the merit of the suggestions in paragraph III B and C of the Report. Since the suggestions apply equally to men

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and women, the Board will encourage the appropriate Agency components to give their active consideration in developing programs for the improvement of personnel management throughout the Agency. To insure that these problems will receive continuing attention and review, the Board is recommending that the Assistant Director for Personnel provide the Board with information on the status of women at the time the semi-annual personnel statistical reviews are compiled and evaluated.

**SIGNED**

**LYMAN B. KIRKPATRICK**  
**Chairman**  
**CIA Career Service Board**

**Attachments**

**Letter of Commendation**  
**Policy Statement**

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CIA CSB, mp (9 Feb 54)

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INDEX

Age and Grade Distribution of  
Male and Female Staff Employees  
and Staff Agents as of 30 June 1953

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*Others are in  
returned to Mrs.* 25X1A9A

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- Table 1.....Age and Grade Distribution of Male and Female
- Table 2.....Age and Grade Distribution of Males
- Table 3.....Age and Grade Distribution of Females
- Table 4.....Distribution of Male and Female By Grade and Percent (By Grade)
- Table 5.....Distribution of Male and Female By Age Group and Percent (By Age Group)
- C-1 (Chart 1)....Comparison of Male and Female Average Grades by Age Group  
(31 December '52 and 30 June '53)
- C-2 (Chart 2)....Comparison of Male and Female Average Ages by Grade  
(31 December '52 and 30 June '53)
- C-3 (Chart 3)....Comparison of Male and Female Average Grades by Age Group  
(30 June '53)
- C-4 (Chart 4)....Comparison of Male and Female Average Age by Grade  
(30 June '53)

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24 September 1953

**MEMORANDUM FOR THE RECORD**

**SUBJECT: Meeting of the Panel on Career Service for Women**

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1. The Chairman of the Panel and the Chairmen of the several committees of the Panel met with Mr. Kirkpatrick in his office on Thursday, 10 September 1953 at 11:30 a.m. Mr. [ ] attended the meeting for the Secretariat Section in order to coordinate the affairs of the meeting with the interests of the other arms of the CIA Career Service Board.

2. Mr. Kirkpatrick indicated that the CIA Career Service Board would meet on 1 October 1953. At that meeting the Board will review the status and progress of its several task forces, boards and panels. He indicated that the meeting would also concern proposals to standardize component career service boards and to reduce the number of such career service boards. He indicated that Mr. [ ] office was participating in studies of these matters.

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3. The Chairman of the panel reviewed for Mr. Kirkpatrick their tentative schedule of dates on project completions. They also indicated that they expected to prepare their final report by 2 November. Mr. Kirkpatrick approved.

4. The Chairman of the panel indicated that the panel would submit a report to the Legislative Task Force and that it would be a brief narrative.

5. The panel asked Mr. Kirkpatrick concerning what direction they should take with respect to the analysis of discriminations against women in CIA. Mr. Kirkpatrick examined a write-up of two cases which they had collected. He indicated that they should continue to collect cases and include them in the final report, but that the names and offices should be deleted from the cases.

6. The Chairman of the Clerical Committee indicated that the clerical personnel of CIA are primarily women and that the ratio is something in excess of 5 to 1. She asked if the Committee should therefore look into all clerical problems since clerical problems would be, in essence, women's problems. Mr. Kirkpatrick agreed and recommended further that they give especial attention to the turnover of clerical personnel. He recommended that they examine records of exit interviews, choosing for example the records collected for the first six months of 1953.

7. Mr. Kirkpatrick discussed generally with the ladies the trends in the career service program. He indicated that boards are too much involved in detailed review of personnel actions and other processing. He

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hopes that they will pay much more attention to planning long term careers for individuals, based upon an analysis of their qualifications and potentialities. He hopes that selection of individuals for career service will be accomplished by boards prior to the actual employment of personnel. He hopes that these boards will begin to plan the direction and nature of the careers of individuals immediately after they enter on duty and at frequent intervals thereafter. For example, he hopes that the boards will examine training evaluations accomplished during the trial periods of new employees. He expects that the boards will talk personally to the individuals at frequent intervals throughout their careers, and that they will permit the individual to express informally his career desires and intentions. On another subject Mr. Kirkpatrick indicated that he hopes that the Agency will soon adopt the principle of competitive promotion. He explained this principle by an example, as follows: in 1954 there will be 15 vacancies only in grade GS-15, and therefore 15 GS-14's may be promoted. Each component of the Agency would submit nominations for promotion and a central group would review all of these nominations (perhaps 200), and would select on an Agency-wide basis the 15 individuals to receive the promotion.



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SECURITY INFORMATION

*Presented at Women's  
Panel meeting, 3 Sept*

**MEMORANDUM FOR: Chairman of the Women's Panel**

**SUBJECT : Selected Statistical Data on Male and Female  
Personnel in the Agency**

1. Based on the review and evaluation of your requests for personnel statistical data, this Office compiled for your use selected statistics that could be made available to you at this time.

2. A summation of data included herewith is as follows:

a. **TAB A** - Entries of Staff Employees on Duty (EOD's) from January through June 1953 by grade for each of the five major components of the Agency. (By male, female, combined male and female including ratio of male to female.)

b. **TAB B** - Separations of Staff Employees from January through June 1953 by grade for each of the five major components of the Agency. (By male, female, combined male and female including ratio of male to female.)

c. **TAB C** - Promotions in the Agency during the period January through June 1953 by grade for each of the five major components of the Agency. (By male, female, combined male and female including the ratio of male to female.)

d. **TAB D** - Length of Service for male and female separations by six-month increments for grades GS-6 and below, grades GS-7 through GS-12, grades GS-13 and above, and Summary of all Grade Groups including the ratio of male to female.

e. **TAB E** - Complete Age and Grade Distribution of male, female, and combined male and female personnel on duty in the Agency on 30 June 1953 including comparisons of each to 31 December 1952 on duty strength. (Copies of this package were distributed to each member of the Panel at the last meeting.)

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SECURITY INFORMATION

3. Information on the use and interpretation of statistical data presented in the attached tabulations may be obtained by calling Extension [redacted]

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FRBS/[redacted] jpw (2 September 1953)

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SUGGESTED SCHEDULE FOR WOMEN'S PANEL

Thursday, 17 September - Entire Panel

1. All job-area breakdown figures in.
2. Initial reports on cases of alleged discrimination.  
Discussion and determination of form of final report on this.
3. Presentation of facts and figures from exit interviews.
4. Presentation of figures in JOT study.
5. Draft of report for Legislative Task Force.

Saturday, 19 September - Group working on deductions from statistics.

Thursday, 24 September - Chairmen

1. Report of Saturday's findings.
2. Reports from each chairman on analysis of job-area breakdowns.
  - a. Where women are
  - b. Where women could be
  - c. Where women can't be
3. Reports relating CIA figures to other government agencies, industry, etc.
4. Suggestions from each chairman on final recommendations as the Panel report may eventually carry them.

Thursday, 1 October - Entire Panel

1. Circulation of reports from 24 September meeting to each member.
2. Submission to chairman only of final reports from each member of alleged discrimination.
3. Circulation of pertinent figures from exit interviews and JOT study to all members.
4. Discussion of proposed manner of reporting all material.
5. Division into new committees.
  - a. Tables and charts and graphs.
  - b. Analysis of discriminations.
  - c. Suggestions re Career Service
  - d. Clerical problems.
  - e. Over-all findings and recommendations.

- Entire Panel

Meeting to submit final (or draft) copies of each group.

- Entire report to Mr. Kirkpatrick

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17 August 1953

MEMORANDUM FOR: Members of the Women's Panel  
FROM: Chairman of the Women's Panel  
SUBJECT: Miscellaneous Information

1. There have been several requests for clarification of our title. In directing a memorandum to Mr. Kirkpatrick we used the title: "Career Service Board Panel on Women in CIA." A call to Mr. [ ] office confirms this as a correct title for our responsibility. To refer to it in brief form as "Women's Panel" seems clear and appropriate. To distinguish from the larger group (the Panel) it seems wise to refer to the other groups as committees, and since they are now established as the Committee on Women in DDP and in the Field, Committee on Clerical Women, Committee on Headquarters Professional Women outside DDP, and the Committee on Statistics, I suggest we refer to them as Committees F, C, H, and S respectively when shortening the titles seems easier and appropriate.

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2. Attached is a roster of all members and alternates for your use.

3. In a conversation we had yesterday, Mr. Kirkpatrick again asked me to urge unusual caution and discretion in regard to two things:

a. Understanding of the fact that we represent Agency women and not Agency Offices.

b. Understanding of the security pressure on an already large group to refrain from discussing with anyone outside the Panel any facts, figures, or cases presented at our meetings. This could mean that some findings may be restricted to the use of the 13-member group.

4. Mr. Kirkpatrick also discussed a possible deadline. Since he is interested in using our report in connection with others due in September, he is hopeful that we will be able to better the 15 October or 1 November dates which I suggested. I gather that a 1 October deadline would be appreciated. I give this to you now in order that you may gauge your meetings ahead.

5. In the future it might be a good idea to run off twenty-five copies of any material that might be of interest to the entire Panel. This will enable any member of the group to have working copies of all material assembled by the committees.

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1 Encl.  
Roster

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Panel on Career Service for Women  
Minutes for the Fourth Meeting  
13 August 1953

The fourth meeting of the Panel on Career Service for Women in CIA was held on Thursday, 13 August, at 10:00 a.m. in Room 1310 "I" Building. The following members were present: Miss [redacted]

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The "Message for Women in the Field," as it was sent to Mr. Dulles, was distributed for all members to read. The minutes of the last three meetings were also read and approved.

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Miss [redacted] raised the question as to whether the minutes should be distributed or read at future meetings. Mr. [redacted] suggested that they be distributed ahead of time to members of the Panel and that extra copies be dittoed and held in reserve until the need for them could be determined. He added that most of the panels send enough copies for the members of the Career Service Board.

Mr. [redacted] notified the group that all pertinent figures from the Personnel Office would be made available to the group by the Career Service Board. He emphasized that these figures should be used for the needs of the Panel only, and should not be disseminated throughout the Offices, since the members of the Panel are not representatives of Offices.

Mrs. [redacted] reported that the Committee on Women in the Field held one meeting to determine its basic policy. As a result, the attached statement was prepared.

Mrs. [redacted] reported that in line with the request for a general charter, their group decided to find out what the opportunities for women in the Agency are, and in what way they could be expanded, by obtaining (1) information from each Office, such as a breakdown of categories of positions for each Office; (2) the degree of supervisory responsibility women have; and (3) the rate of advancement of women as compared with men during the same length of time. Number 2, she said, should be expanded to take in section chiefs and their assistants. By obtaining the EOD date and grade, and the present grade of men and women, the rate of advancement of women as compared with men could be determined. This committee suggested that if these figures could be made available, it would be helpful for each member of the Panel to analyze its own figures. The Offices could then make their recommendations concerning ways in which opportunities for women might be improved. The Panel

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might find then that there is similar thinking throughout the various Offices, or that there are some unusual cases that need to be considered and studied.

Mrs. [ ] brought up the question as to whether their committee should study the figures for DDP women in professional headquarters positions or whether the Committee on Women in the Field might not better include that group in their study. After much discussion it was finally agreed that the Committee on Women in the Field would be responsible for considering the professional headquarters positions in DDP too.

Mr. [ ] commented that he did not think jobs comparable to those listed in the OCD categories could be found in all Offices. Miss [ ] said that they had considered a breakdown into executive, administrative, substantive, and combinations of these. Mrs. [ ] said that if the Panel is considering the situation as it exists, and is trying to judge the opportunities, every Office would present a different breakdown and their committee would not attempt to fit the jobs into categories until after all reports from the Offices were in.

Mr. [ ] said that his group made a study a year ago of an analysis of all the jobs, and there are 520 recognizable and distinct jobs including executive, administrative, supervisory, and the workers. So far there is no machinery to determine the complexity of jobs in CIA.

Miss [ ] asked the group whether they had a definite reaction to possible divisions at this point, or whether they would like to wait to make a decision.

Mrs. [ ] said their report could be broken down into headquarters and field. Mrs. [ ] then turned over the figures they would like to have obtained for their group.

Mrs. [ ] indicated that her committee would like to have each Office make its own breakdown of jobs. Mr. [ ] suggested that before the Panel requests information from an Office, they should clear it through the Career Service Board.

Miss [ ] then gave a report of the Clerical Committee. She said that the question of discrimination for GS-5 and below in the clerical field could be excluded because women far outnumber men. For the rest of the clerical problems, her committee felt there was much to be studied and determined even though the problems did not necessarily fall into areas of discrimination. (Attached is their complete report.)

Mr. [ ] said that the Career Service Board is going to have a project to study the distinction between professional and non-professional positions. At that time he believed it would be wise to include a member of the Women's Panel to sit in on this meeting.

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Miss [ ] reporting for the Statistics Committee, said that the following were the questions to be answered:

- What portion of the jobs in the United States are held by women?
- What are the economic levels they attain?
- In what professional fields are they employed?
- What generally is the practice of employing women in executive jobs?
- What seem to be the factors which would limit the employment of women in executive positions?

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It was decided that Miss [ ] would keep copies of pamphlets and books her committee might procure instead of trying to circulate them. Either she or Miss [ ] will give resumes of the best material they find.

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Miss [ ] brought up the question of a charter: Could the group now decide on a definite charter? It was generally agreed that the first paragraph of the report from Mrs. [ ] group gave the main points to be considered by the Panel and Miss [ ] agreed to rephrase them in general terms for the approval of all members. Miss [ ] then read a list of points which might be headings for the final report and the group was in agreement that each committee was working toward those general goals:

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1. Statement of numbers, percentages, GS ratings, and time-in-grade figures for men and women in CIA.
2. A brief description of positions now held by women.
3. A brief description of positions with potential for increased assignments for women.
4. A brief description of positions the Panel recognizes as ill-fitted for women.
5. An analysis of statements procured, cases studied, and biases revealed in regard to the women vs. men question.
6. An objective discussion of the problem areas.
7. Recommendations.

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Mr. [ ] said that the Career Service Task Force is planning to publish a book on 15 September entitled, "What CIA Career Service Means to You." He suggested that the Panel might be a good source of questions for the Career Service Board and asked that such questions be submitted to him as soon as possible.

In view of approaching leave periods for members of the Panel, the question arose as to the advisability of each member's establishing an alternate to be briefed and trained by the Panel member, and to represent her when she could not be present at the meetings. The final decision

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25X1A9A was that such alternates would be appointed where possible, would be invited to sit in on the small committee meetings, and would attend the large Panel meeting only when the original member could not be present. Miss [ ] promised a roster of all members and alternates to be distributed to the Panel members in the very near future.

25X1A9A The next Thursday, 20 August, Room 1301 "I" Building, at 10:00 a.m. was set for the Chairman's meeting. At this meeting each member was to come with a list of questions for Mr. [ ] and a list of requested statistics for Miss [ ]

25X1A9A The next general meeting was scheduled for Thursday, 3 September, at the same time and place.

25X1A9A READ AND APPROVED  
3 September 1953

/s/  
[ ]  
Secretary

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PANEL ON CAREER SERVICE FOR WOMEN

Minutes of Second Meeting  
3 August 1953

1. At its second meeting on the third of August the group discussed the kind of material which might be appropriately furnished to the Director for his use in talking with women employees overseas. Members of the group who had the benefit of overseas experience were requested to draft an appropriate statement for consideration by the group which would outline briefly the interests demonstrated by the establishment of the panel and the general objectives of the group.

25X1A9A 2. Further consideration was also given to the organization of the group to accomplish its mission. It seemed desirable to request the appointment of additional members to insure representation of the Office of Research and Reports and Scientific Intelligence and the Offices of the Deputy Director (Administration). The chairman was requested to talk with Mr. Kirkpatrick in this connection with the suggestion that Miss [redacted] be designated a member of the committee and that the Offices of Research and Reports and Scientific Intelligence be requested to name members representing those areas. (In discussion on this point the members of the group stated their understanding that each member was present as an individual rather than as an official representative of her respective office.)

3. The next meeting of the group was scheduled for Wednesday, 5 August, at which time the proposed paper for the Director would be reviewed and suggested approaches to the over-all problem of the panel would be discussed.

READ AND APPROVED  
13 AUGUST 1953

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/s/

[redacted]  
Secretary

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PROPOSED SCHEDULE OF MEETINGS

August 20 - Chairmen

List of statistics desired by each committee.  
List of questions for Mr.

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September 3 - Panel

Charts or lists or statements of all statistics  
gathered by the committees.  
Brief description by committee of positions now  
held by women.

September 10 - Chairmen

Description of positions with more potential for  
women.  
Description of positions ill-fitted for women.

September 17 - Panel

Analysis of statements, --biases, --cases.  
Objective discussion of problem areas. (written)

September 24 - Panel

Draft reports and recommendations of each committee.

September 25 (or 28) - Chairmen

Draft of final report.

October 1 (and 3 ?) - Panel

Approval of (or working on) report

October 5 or 6 - Copies to Administration Building

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WORK SHEET FOR CHAIRMEN'S MEETING - AUGUST 20

I. Objectives of the Women's Panel

- A. A study of the status of Agency women.
- B. An analysis of special factors affecting this status.
- C. A recommendation as to ways in which women may most profitably be a part of a Career Service plan in this Agency.

II. Distribution and discussion of minutes, memo, roster, and proposed schedule.

III. Discussion of deadline for Panel's report.

- A. Statement of what could be achieved by 1 October.
- B. Statement of what would need to be done in the weeks after 1 October.

IV. Report of committees.

- A. Questions for Mr.

- B. Statistics desired

- C. Progress report

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COMMITTEE ON PROFESSIONAL WOMEN

On the basis of information obtained from OCD, OEE, OSI, OCT, OTR, and the D/AD's Office, the Committee on Professional Women has listed the general areas of professional positions in CIA. The Committee recognizes that information still to be obtained from OO, ORE, and OIC may add other areas to this list.

1. Administration (to include the executive officers and division chiefs, deputy division chiefs, and branch chiefs)
2. Administrative Support (to include administrative assistants as well as other administrative support personnel.)
3. Analysis
  - a. Information Control (to include requirements, document analysis, and dissemination personnel)
  - b. Research (to include area specialists, scientists, economists, political scientists, etc.)
4. Editing and Publishing
5. Graphics (to include cartographers, illustrators, etc.)
6. Liaison
7. Library
8. JOT
9. Machine Operations
10. Statistics
11. Training Specialists
12. Translation
  - a. Intelligence Officer type
  - b. Non-Intelligence type

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11 August 1953

OCD PROFESSIONAL FIELDS ( GS-5 and above)

	MEN	GRADE RANGE	WOMEN	GRADE RANGE
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Executive & Staff functions

Document Classification

Biographic Analysis

Industrial Analysis

Photo & Film Analysis

Library

Government Liaison

Machine Operations

Included in the above are:

Division Chiefs

Branch Chiefs

Section Chiefs

Reasons for limited opportunities for women in certain fields:

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### PROBLEMS

What and where are the professional career opportunities for women? Are they limited? If so, where and why? How could these opportunities be expanded?

### INFORMATION TO BE OBTAINED

Comparison of the status of men and women by: 1) present grade, 2) category of position, 3) supervisory responsibility, and 4) rate of advancement.

To determine the above, it would be necessary to obtain the following information for each headquarters Office:

1. Total number of men and women in each grade.\*
2. Total number of men and of women in each position category (not more than 8, to be determined by individual Offices) and the grade range for men and women in that category.\*\*
3. Total number of men and of women who are Division Chiefs, Branch Chiefs, and Section Chiefs in each grade.\*\*
4. The EOD grade and present grade of men and of women who have been with the Agency for 1-3 years, 3-5 years, and 5 years or more.\*
5. An analysis of the above information which points out where career opportunities exist, where they are lacking, and why.\*\*
6. Recommendations regarding means by which professional career opportunities for women might be expanded.\*\*

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\* To be obtained by machine runs.

\*\* To be obtained from Office files.

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### WOMEN EMPLOYEES IN THE FIELD

The Field Committee of the Panel on Careers for Women has established as its objectives a study of the status of Agency women in the field, an analysis of special factors affecting field assignments for women, and a recommendation as to types of positions in which women might be most profitably used in the field. All three objectives will be developed with reference to both the present status of women and potentialities for expanded future usefulness. The primary approach will be in terms of overseas personnel, with reference as necessary to special factors affecting women field workers [REDACTED]



For a study of the status of women in the field, the Field Committee would like to acquire as many statistics as possible on current field positions and locations of women. Statistics for field employment desired are on such items as the percentage of women at each grade level and of women of the grade of GS-11 or above; the location of women geographically; the titles and, where possible, the actual positions held by women; rates of promotion for women as contrasted with those for men; and turnover percentages with reasons. A list of detailed requirements is attached (Attachment A) for submission to the Statistics Committee.

With the aid of these statistics and what information can be supplied from personal knowledge or informal inquiry among field personnel, the committee will prepare a list of the actual positions held by women in the field by types and of field slots, by types, which are open to women. A comparison will be made with Headquarters positions and slots to see where differences exist. After examination of these differences, suggestions will be made as to other field positions to which women may be profitably assigned.

An analysis will be made of special factors affecting field assignments for women, from the standpoint of limiting factors which are of general application and are not easily subject to alteration, and from the standpoint of special problems which are of individual application and capable of being generally adjusted.

The limiting factors which apply generally to assignment of women to the field include the following:

- a. Cultural and social patterns of the field station which limit women to definite social groups and types of employment.

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b. Technical qualifications which are attained by few or no women and which are of special strictness in the field.

c. Physical requirements of some positions.

d. Conditions of physical hardship.

e. Combat area conditions in which women are prohibited by all American agencies.

f. Cover requirements in some positions.

Special field problems which affect the assignment of women but are capable of adjustment include:

a. Security factors, both professional and social.

b. Physical living conditions.

c. Social living conditions.

d. Morale factors and emotional situations.

e. Attitudes of other (male) station members.

f. Attitudes of Headquarters area desks.

g. Transfer from clerical into professional or administrative categories.

The committee will give its attention to compiling, in an impersonal and objective manner, information on outstanding instances of discrimination against women in field positions. Under this general category will be considered examples of hiring at lower rates than men, of refusal to permit or positive obstruction of advancement to higher grades, of limitation to restricted positions, of exclusion from certain areas of activity, and of denial of opportunities for overseas [ ] assignments.

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Brief attention will be given to problems of field personnel in the [ ] problems peculiar to married women employees.

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If adequate information can be obtained on employment of women by the State Department in overseas or Foreign Service positions, a comparison will be made with conditions in this Agency. The State Department, as the only other government agency which has a foreign service similar to that of this Agency, furnishes the most pertinent point of reference for women in field work.

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The Field Committee believes that the position of women in the field has received inadequate consideration in the past and will benefit from serious study. The committee hopes to draw upon the experience of a large group of employees who have had field positions in the past or who are now returning from field assignments and to utilize their suggestions for improvement of the field situation. The committee suggests that through the panel some arrangement be made for reaching women returnees in order to obtain their comments on their field employment and on problems of Headquarters conditions particularly affecting women in the field.

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ATTACHMENT A

Statistics Required by the Field Committee  
of the Joint on Imports for Women

All statistics are understood to be in reference to field positions only unless otherwise stated.

Percentages of men and of women at each grade level.

Percentage of women rated GS-11 and above.

Geographical distribution of women and percentage of women of the total strength of the station.

Specific titles held by women, in clerical, administrative, technical, and professional categories.

Actual duties performed by women, irrespective of title.

Rates of promotion compared for men and women.

Percentages of resignations by men and by women.

Before termination of contract.

After termination of contract.

Arranged before return from the field.

Within one year of return from the field to Headquarters.

Reasons for resignation.

Employment of wives of Agency employees.

Categories and GS ratings.

Special terms.

Percentage of marriages of men and women to foreign nationals.

Comparative percentages for the field and Headquarters.

Career action resulting from such marriages.

Headquarters-field rotation percentages for men and for women.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO :

FROM :

SUBJECT: Women in CIA ✓

DATE: 8 August 1953

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You may perhaps know that I am one of the females on the panel looking into the status of wome employees in CIA.

As such, I was requested to get answers to the questions set forth below.

In endeavoring to do so, I was informed that Mr. Kirkpatrick had stated that I should apply to you for the answers in view of your position on the Career Service Board.

The questions are:

How many clerical (non-professional) positions are there in CIA over GS-5?

What are the titles of the positions?

What are the grades?

How many of these positions are held by women, and what are their grades and titles?

It would be greatly appreciated is we could have this information by the afternoon of Wednesday, 12 August, even in the roughest form.

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Inspector General

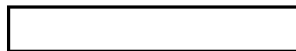
6 August 1953

Chairman, Career Service Board Panel on Women in CIA

Careers for Women in CIA

1. Mr. Dulles last week requested some information which he could take abroad with him pertinent to the matter of careers for women in CIA.

2. The Committee, at the end of its first week of activity, submits the attached message to women employees in the field with the hope that it will fill his needs.



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DEK/mj

Enclosure (1)

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A MESSAGE TO WOMEN EMPLOYEES IN THE FIELD

In March 1953, a series of new regulations was issued on career service policies of the Agency. Career Service Boards have been established for each component, with responsibility for coordinating personnel actions, implementing promotion policies, and insuring effective rotation plans. These boards work closely with headquarters staffs and area divisions on planning individual careers for field personnel and assuring them of a recognized place in the Agency development program.

As part of the Career Service Program, panels have been set up to assist the Career Service Board with special problems. It is recognized that women play a large part in the work of the Agency. Therefore, a panel composed of women from most sectors of the Agency has just been set up to advise on careers for women. This panel is studying the status of women employees--the type of positions held by women, the career opportunities for women, and means by which the Agency will receive the greatest benefit from their services. The panel will review present positions successfully occupied by women in such categories in headquarters as intelligence research operations, translation, library, personnel, administration, and clerical, technical, and staff work, and will explore possibilities in these and other fields.

The position of women overseas will also be studied with the same objectives. In view of the special problems of overseas service, the suggestions of all women who have had field experience will be of value.

Women in the field are urged to give some thought to positions and opportunities abroad and to the relation of these to headquarters activities. The panel invites returnees to present their views, which it believes will form an important contribution to the future of women in the Agency.